National Security Personnel System

Town Hall

NAWC Lakehurst, NJ

August 18, 2004

Mary E. Lacey

Program Executive Officer

Why NSPS?

- **Current system inadequate to manage DoD civilian personnel in today's environment**
  - **Hiring too slow; recruiting adversely affected**
  - **Outstanding performers paid the same as poor performers**
  - **Limited flexibility to reassign**
  - **Limited accountability**
- **NSPS needs to bring about essential change while preserving the core and enduring values of the civil service**

Significance

- **Most significant change to the civil service since the CSRA of 1978**
- **Potential for impacting entire civil service**
- **Flexibilities never before afforded to the civil service system**

Background

- **FY 04 NDAA signed in November 2003**
- **Grants SecDef & OPM Director authority to establish DoD HR System, Labor Relations, and Appeals & Grievance Process**
- **We were on a path to issue regulations and implement October 2004**
- **April 2004 Strategic Reset: Timelines adjusted to reflect more cautious, deliberate approach involving stakeholders**
- **NSPS Program Executive Office established – April 2004**
  - **Secretary Gordon England, Senior Executive**
  - **Mrs. Mary Lacey – NSPS Program Executive Officer**
  - **Mr. Brad Bunn – NSPS Deputy PEO**

Guiding Principles

7 Principles

1. **Put mission first – support National Security goals and strategic objectives**
2. **Respect the individual; protect rights guaranteed by law**
3. **Value talent, performance, leadership and commitment to public service**
4. **Be flexible, understandable, credible, responsive, executable**
5. **Ensure accountability at all levels**
6. **Balance HR interoperability with unique mission requirements**
7. **Be competitive and cost effective**

Big Picture

No Change from Title 5:

- Merit system principles
- Rules against prohibited personnel practices
- Benefits
- Allowances and travel/ subsistence expenses
- Training
- Leave and work schedules
- Other personnel systems in law
- Current Lab Demos until FY 08
- Anti-discrimination laws

NSPS HR Considerations:

- Pay Banding (GS/WG)
- Staffing (internal/external)
- Reduction in force
- Pay for Performance
- Labor relations
- Employee Appeals

Provisions Implemented:

- VERA/VSIP authority
- Reemployed Annuitants
- Experts

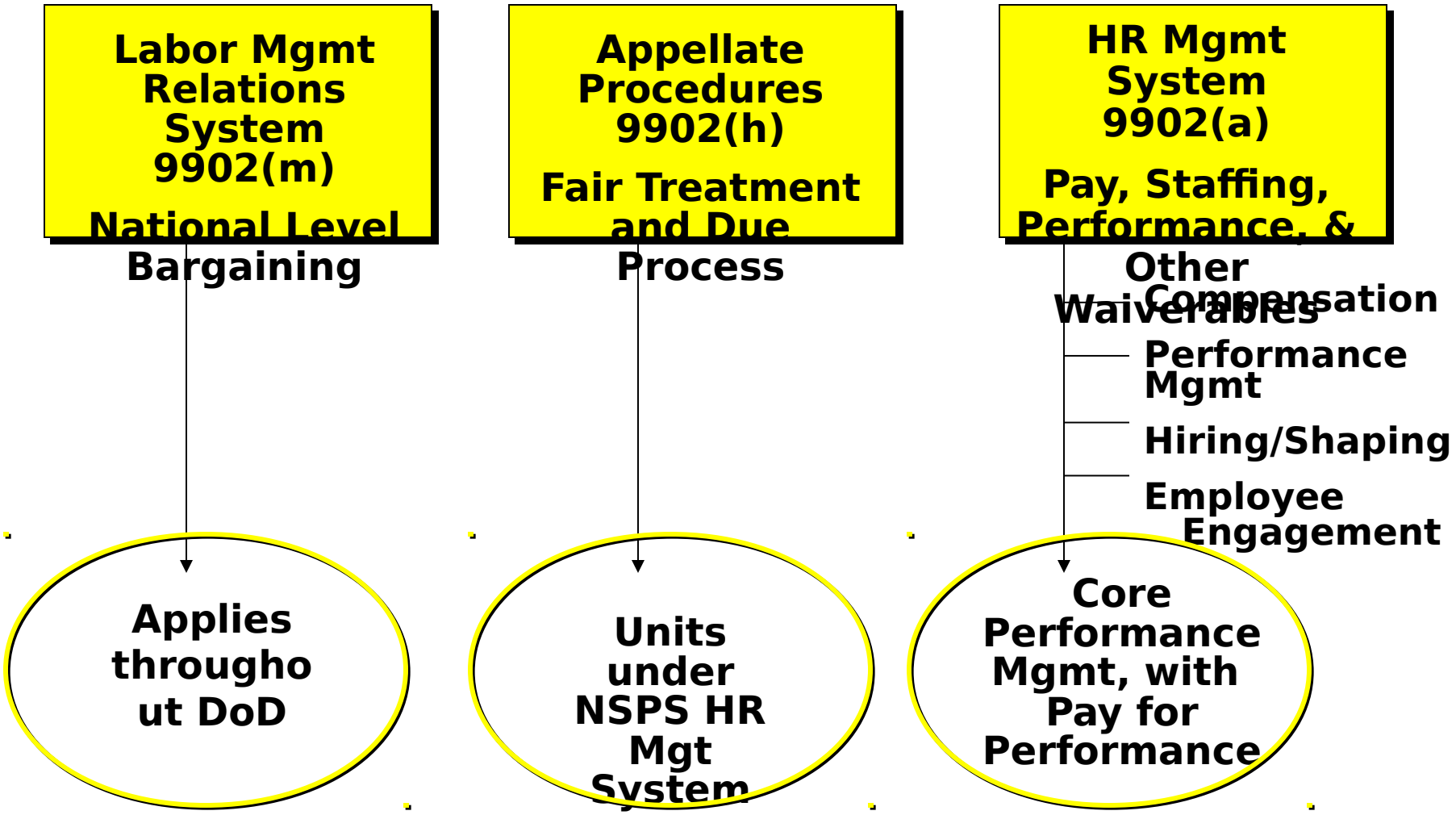
Planned:

- SES performance system

Continuing Responsibility for Component Policy and Execution:

- Human resource management - Leader Development - Support tools
- Work life programs - Mobilization and deployment - Workforce diversity - Reorganization planning - Career management - Workforce planning/Strategic recruiting

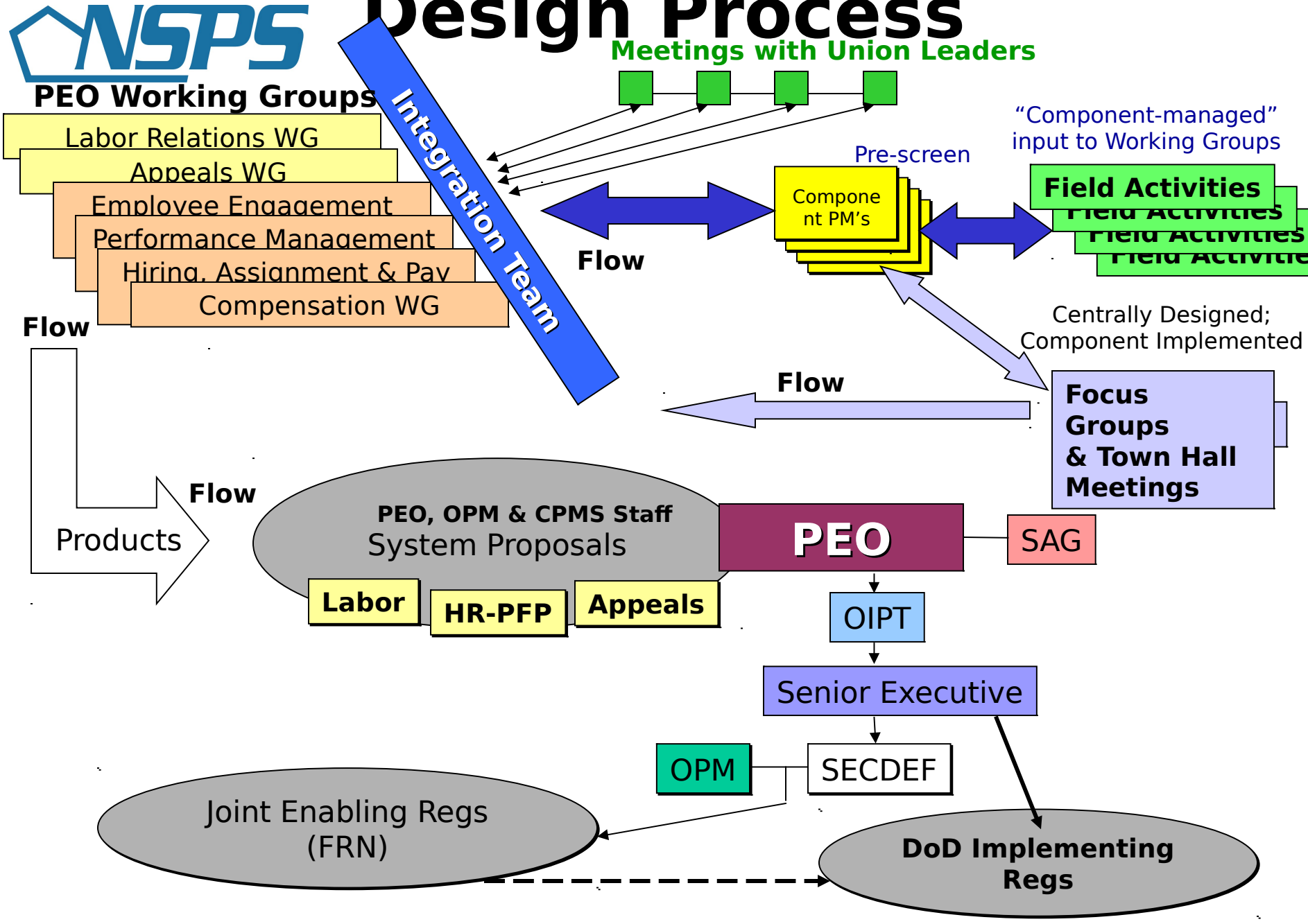
Major Elements



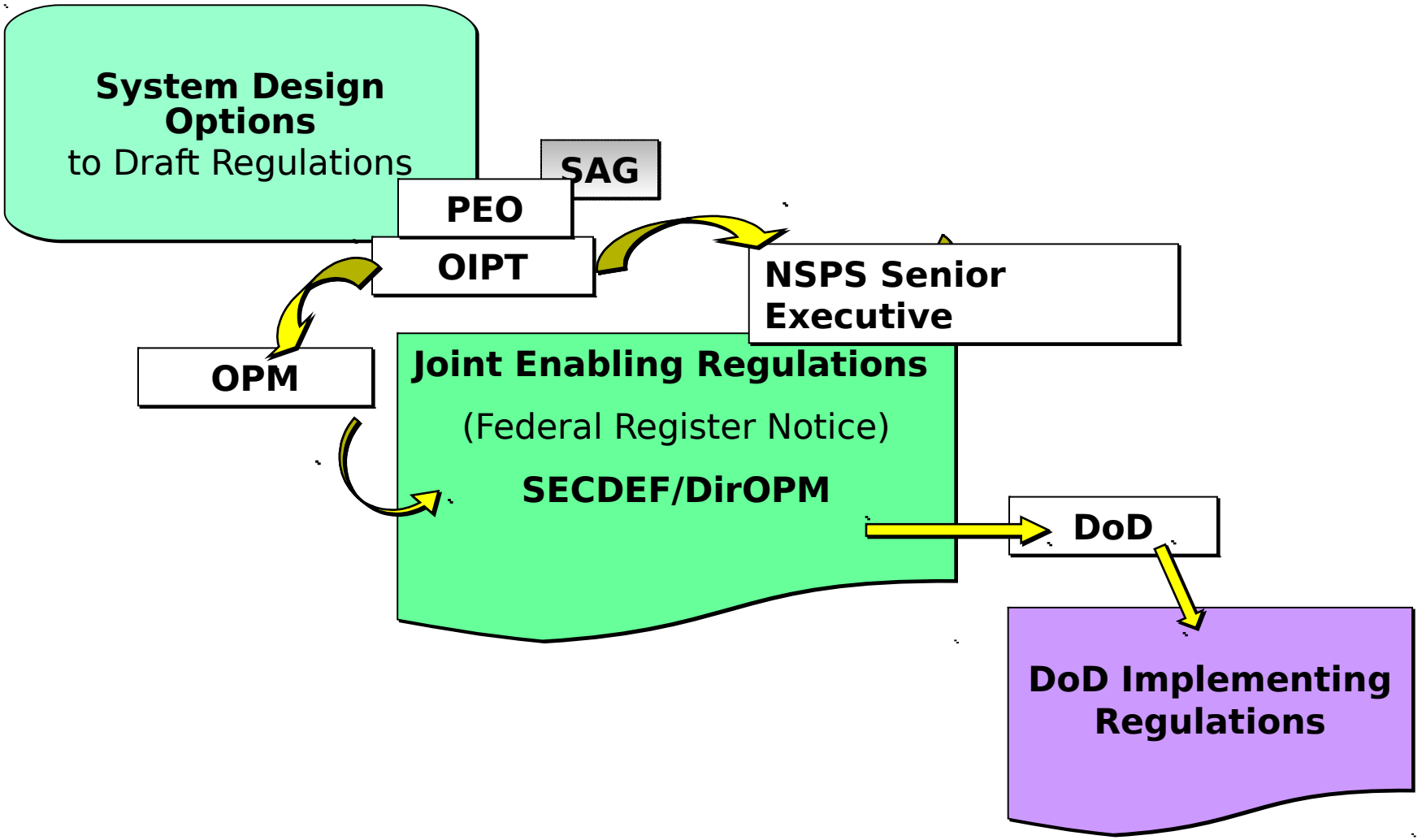
Current Status

- **PEO and Component Program manager structure in place**
- **OIPT (DUSD/PR and OPM co-chair) and Senior Advisory Group (SAG) established**
- **NSPS system and training design underway**
- **Involvement of key interest groups on-going**
- **Event driven milestones**
- **Workforce orientation & communication efforts ongoing**

Design Process



Regulation Approach



Key Milestones

- **Proposed regulations to be issued in Federal Registrar – late 2004**
- **Federal Registrar process allows for official comment period**
- **NSPS law prescribes official collaboration with unions following Federal Registrar publication**
- **NSPS Spiral One – proposed for July 2005**
- **NSPS Spiral Two – proposed for Jan 2006**
- **Full NSPS implementation – July 2007/2008**

Spiral One

- **Components soliciting interested organizations for Spiral One with nominations due to PEO by August 31st**
  - **Should have an adaptive workforce climate and demonstrated acceptance of readiness for change**
  - **Should have established methods to measure effectiveness of mission accomplishment and a strategic or business plan tied to HR practices**
- **Components will review nominations and make recommendations**
- **OIPT will decide organizations for Spiral One in October 2004**

Training Objectives

- **Provide necessary skills & knowledge to enable employees, managers and HR personnel to successfully implement NSPS**
- **Fulfill requirements of Public Law 108-136**
- **Foster support and confidence in NSPS**
- **Facilitate the transition to a performance based, results oriented culture**

Training Strategy

- **PEO funds design and development of core functional training materials for 4 target audiences**
  - *Participants*
  - *Supervisors and Managers*
  - *HR Specialists*
  - *Pay Pool Managers/Participants*
- **Components responsible for training using Train-the-Trainer (T3) approach**
- **Centralized training for initial T3 cadre**
- **Component instructors receive all instructor guides & copies of training materials**
  - **Lesson plans, instructor notes, student materials, practical exercises, performance tests and presentation media**
  - **Interactive multimedia to include graphics, text, animations, audio and video, and web-based training**
- **Validation through use of pilot testing of courses**

Training Courses

- **Leading Change Workshop for Senior Leaders**
- **Managing Change and Enhancing Supervisory Skills**
- **Intro to NSPS (Web-based)**
- **Initial Employee Training Course**
- **Initial Supervisor/Manager Training Course**
- **Initial Human Resources Staff Course**
- **Follow-On Participant Training Course**
- **Follow-On Supervisor/Manager Training Course**
- **Pay Pool Panel Course**
- **Follow-On HR Staff Course**

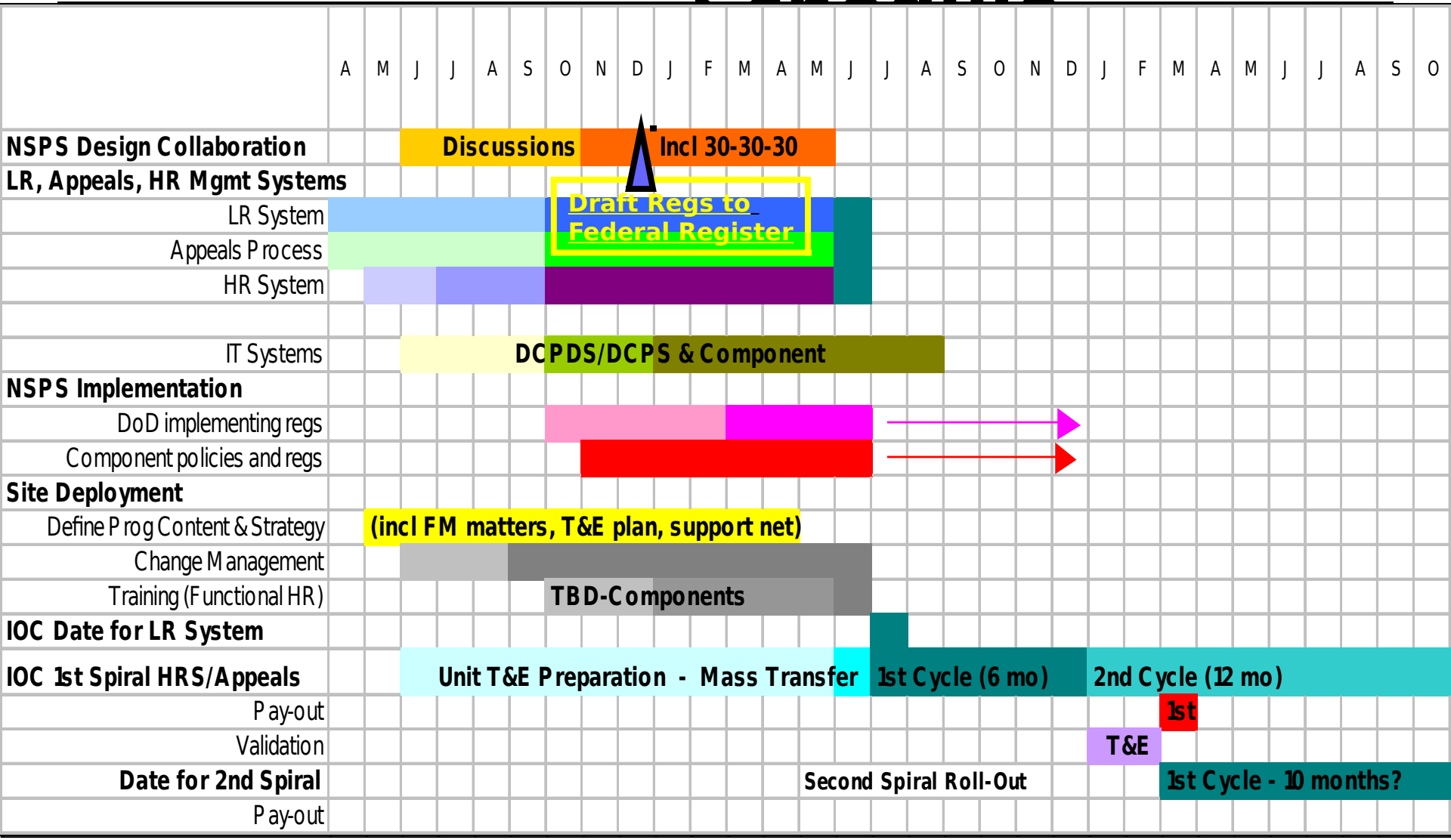
Summary

- **In full support of National Security goals and objectives**
- **Numerous opportunities for interested parties to be involved**
- **Provides historic opportunity - presents significant challenges**
- **Open and collaborative NSPS design process is underway**

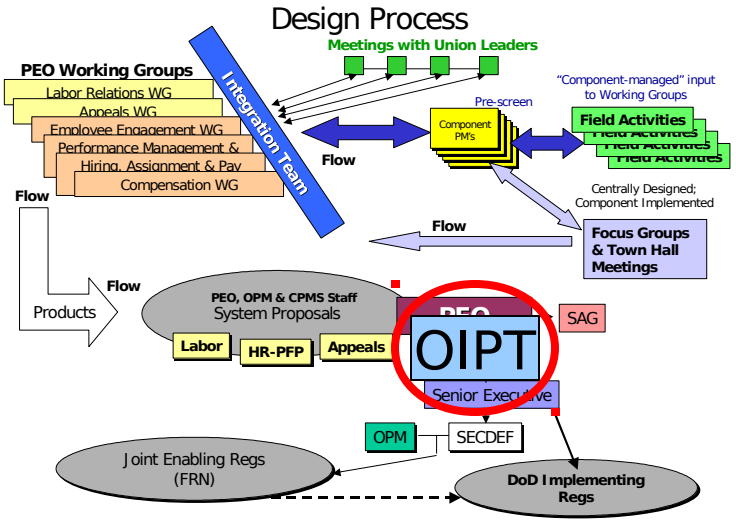
Objective: A DoD Human Resources environment promoting employee growth, initiative, performance and accountability that places the right person in the right job with the right skills at the right time at the right cost

Back-up Slides

Notional Monthly Spiral Implementation Schedule



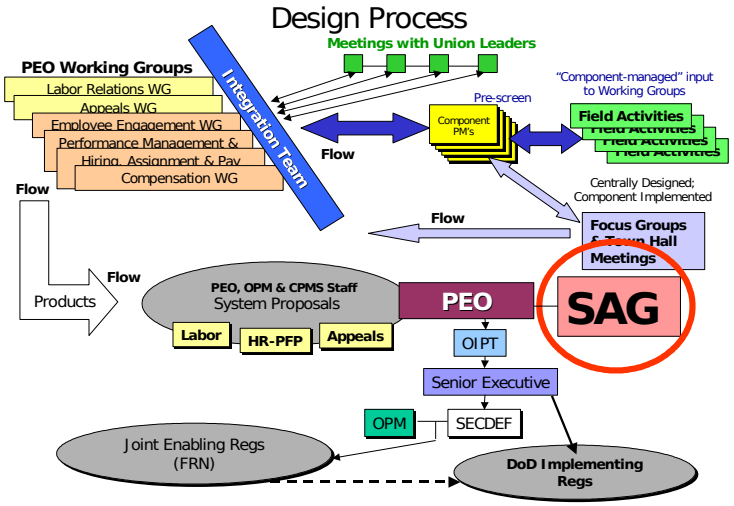
Overarching Integrated Product Team – OIPT



- **Serves as the integrated management team – supports and advises both the Senior Executive and the PEO**
- **Provides overall policy and strategic advice**

- **MEMBERSHIP:**
  - **Principal Deputy Undersecretary of Defense/Personnel and Readiness and OPM Senior Representative – Co-Chairs**
  - **Assistant Secretaries for Manpower and Reserve Affairs of the Army, Navy, and Air Force**
  - **Secretary of Defense Representative**
  - **NSPS Senior Executive Representative**

Senior Advisory Group (SAG)



- **Line and HR Executives/Flag Officers from all Components, OPM**
- **Advises PEO on general conceptual, strategic, and implementation issues**
- **Members bring Component perspective, in DoD-wide interest**

- **Areas of concentration: system design considerations; policy and program issues; deployment phasing and support work like assessing implementing units; communications strategies near time of deployment**
- **Individual members also support their Component OIPT member and may raise issues to that official**

Communication A Force Multiplier

A primary strategy for sharing the NSPS vision

- **Facilitates employee awareness & understanding**
- **Demonstrates leadership's support & involvement**
- **Demonstrates openness and transparency of NSPS design and process**
- **Builds workforce trust & commitment**
- **Leverages related implementation strategies**
  - **Training**
  - **Media Relations & Legislative Liaison**
  - **Changes Readiness**
  - **Cultural Transformation**

Key Principles & Objectives

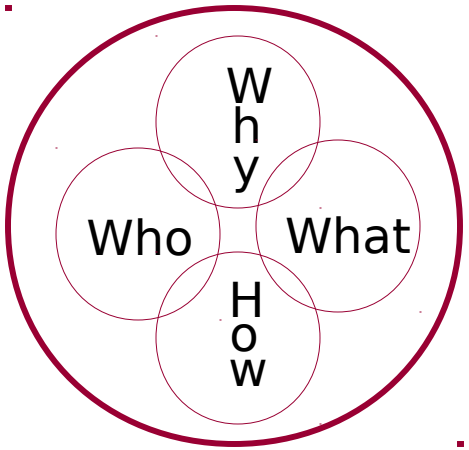
Mission First

People-Centric

Broad Collaboration

An Integrated Process –

Tailored to meet the needs of diverse internal and external audiences



Change Management

- **What it is:**

  A multi-layered process, instituted and supported by the leadership, to accomplish organizational transformation
- **Leaders are the Linchpin**
- **Critical to maintaining focus and direction**
  - ✓ **Must provide vision, purpose and direction throughout all phases**
  - ✓ **Must ease the transition from old to the new**
  - ✓ **Must ensure the workforce is committed & capable**
  - ✓ **Must enable others to act**
  - ✓ **Must sustain commitment**

Effective leadership won't ensure success,
but without it, failure is guaranteed

Change Management Why so Difficult?

- **Lack of understanding**
  - **Change dynamics & complexities**
  - **Destabilizing effects**
- **Traditionally under-managed & under-led**
- **Primary focus is on operational issues, e.g. management practices, processes, structures, systems**
- **Management over reliance on linear, analytical problem solving approaches to address immediate & obvious tasks**
- **Minimal attention paid to employee behavioral issues**
  - **Morale and productivity**
  - **Change resistance**
  - **Ensuring employee understanding**
  - **Gauging employee buy-in and commitment**
- **Lack of sustained leadership involvement**

Change Management Training

PEO-NSPS Training Offerings

- **Target audience: senior leaders, supervisors and managers**
- **Facilitate CM awareness and understanding**
- **Prepare managers for their expanded leadership role**
- **Underscore their critical importance to the success of NSPS**
- **Build competency in required skills, attitudes and behaviors**
- **Provide the foundation – ease the transition to pay-for-performance**

2 Course Offerings

- **Components can tailor to meet organizational requirements**
  - **Integrate as needed into existing CM training related activities**
  - **Can use existing programs or fund full course development**

Change Management Course Offerings

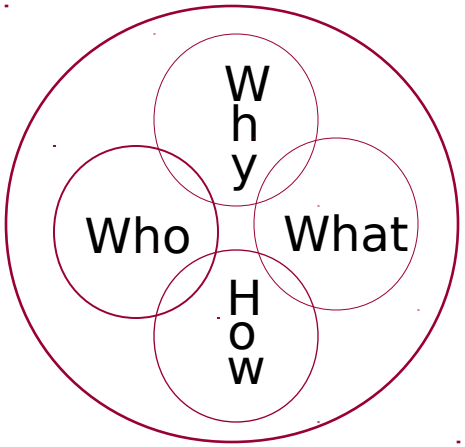
- **Managing Change and Enhancing Supervisory Skills**
  - **Target audience – managers & supervisors**
  - **Design: 1-day platform led**
  - **3 modules: MCESS overview, Communications for Effective Performance, Managing Change**
  - **Competency-based for ease in integrating into existing CM/supervisor/leader development training initiatives**

- **Managing Change**
  - **Target audience – senior leaders and/or CM Team**
  - **Design: 2-day workshop**
  - **Focus:**
    - **Understanding the leadership role**
    - **Action Planning**

NSPS Communications An Integrated Process

Audience
- Employees
- Managers & Supervisors
- Unions
- Components
- HR Practitioners
- Congress
- Media
- DoD & NSPS Leadership

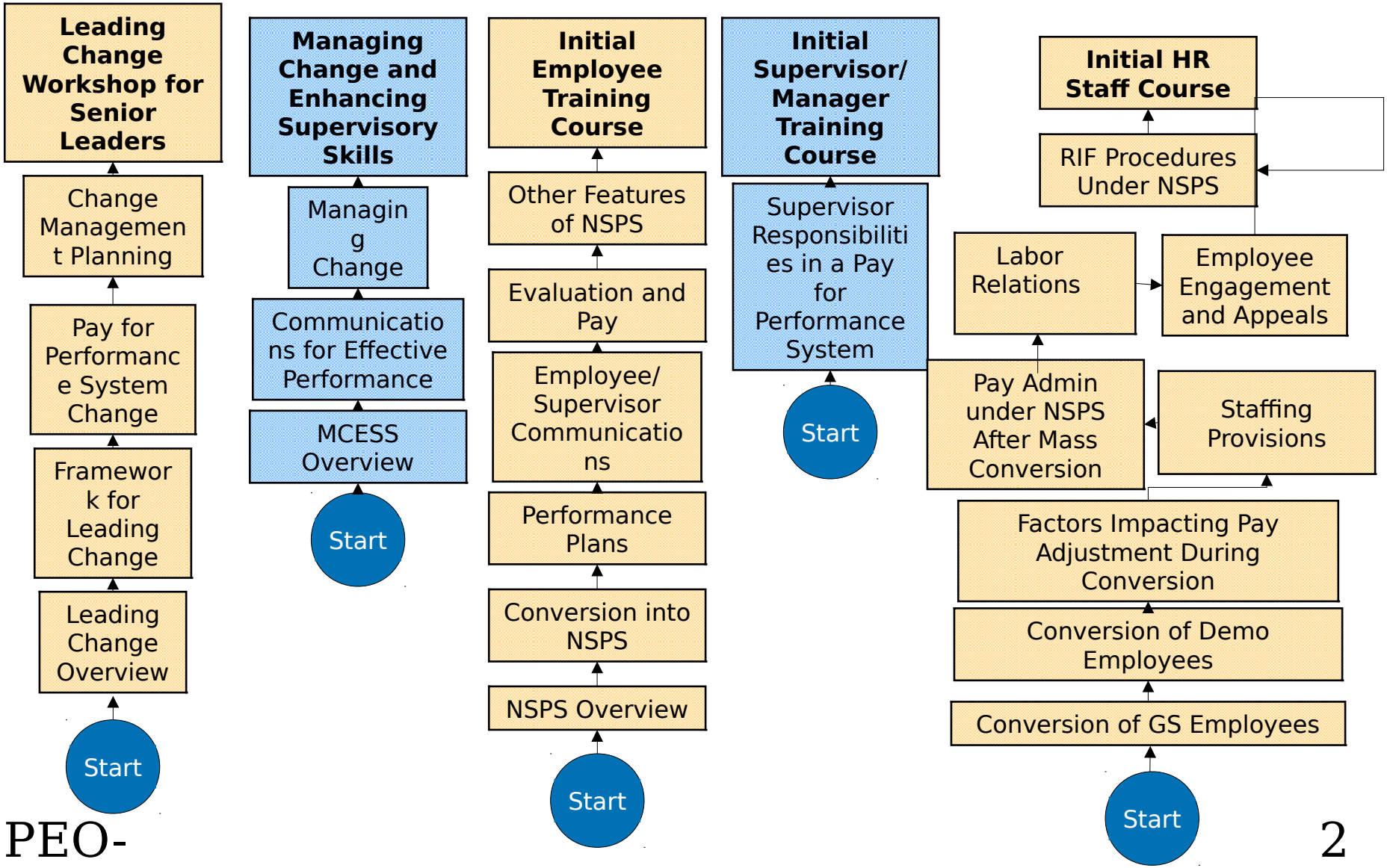
Purpose
- Inform
- Educate
- Manage
- Market
- Mitigate



Process
- Integrated
- Synchronized
- Multi-level
- Iterative
- Proactive
- Responsive

Content
- Briefings
- Town Halls
- Media Sessions
- Reports
- NSPS Web
- Congressional Staff Visits
- Videos
- Fact Sheets
- Brochures
- Inquiry Tracking

Training Curriculum Map 1



Training Curriculum Map 2